



Health Workforce Planning

Health Workforce Policy Academy Kentucky

December 2, 2014

Susan Skillman, Deputy Director
University of Washington
Center for Health Workforce Studies'



- 
- **Workforce challenges**
 - **What works?**
 - **Policy levers**
 - **Key players**
 - **State workforce planning: Steps**
 - **State models – workforce planning**

The health care landscape is changing...

ACA

ACOs: Accountable
Care Organizations

HIT

Bundled Payment

Telehealth

Teams

PCMH

Patient-Centered

Interprofessional

Value vs. volume

Meaningful Use

Exchange

EHR

“Quality not quantity”



Workforce Challenges Across the Nation

- Shortages
 - Primary care
 - Chronic and long term care
 - Certain specialties (generalist surgeons in rural, geriatrics...)
 - Behavioral/mental health
 - Oral health
- Maldistribution
 - Shortages of providers in rural areas, underserved populations
- Need for workforce diversity
- Need for effective teams
 - Inter-professional, inter-disciplinary and intra-professional



What Works? Education

Educating providers for rural/underserved practice

- “Grow your own” - Recruit students from rural or other underserved areas into health careers
- Train in the right locations - Promote short and long term rural/underserved clinical training

Encourage continuing education

- Ensure opportunities throughout health care providers' careers

Later entry to health careers

- Opportunities for veterans
- Re-training of displaced workers

What Works? Recruitment/Retention

Financial
incentives for
practice in
rural and
underserved
areas

- Loan repayment programs (State and federal, for rural/underserved service)
 - e.g., National Health Service Corp (NHSC)
- Scholarships in exchange for rural/underserved practice



What Works? Recruitment/Retention

Professional support – for all levels of providers

- Create/support professional communities, mentorship
- Continuing education opportunities
- Opportunities for career advancement: Career ladders/lattices

Resources to build/support effective teams

- Need staff with range of clinical skills, as well as good management and administrative resources

Access to telemedicine and other technology

- Need skilled team to use effectively



Policy Levers

Health Workforce Development

Federal/ National level

Medicare and Medicaid reimbursement/policy

Support for education and training

National scholarship and loan repayment programs

Accreditation and credentialing requirements

Good planning data (Identify gaps, areas of greatest needs)

Research and evaluation (to identify what works)



Policy Levers

Health Workforce Development

State level

Licensing and regulation of health professionals

Regulating health facilities

Regulating educational programs

Funding state colleges and universities

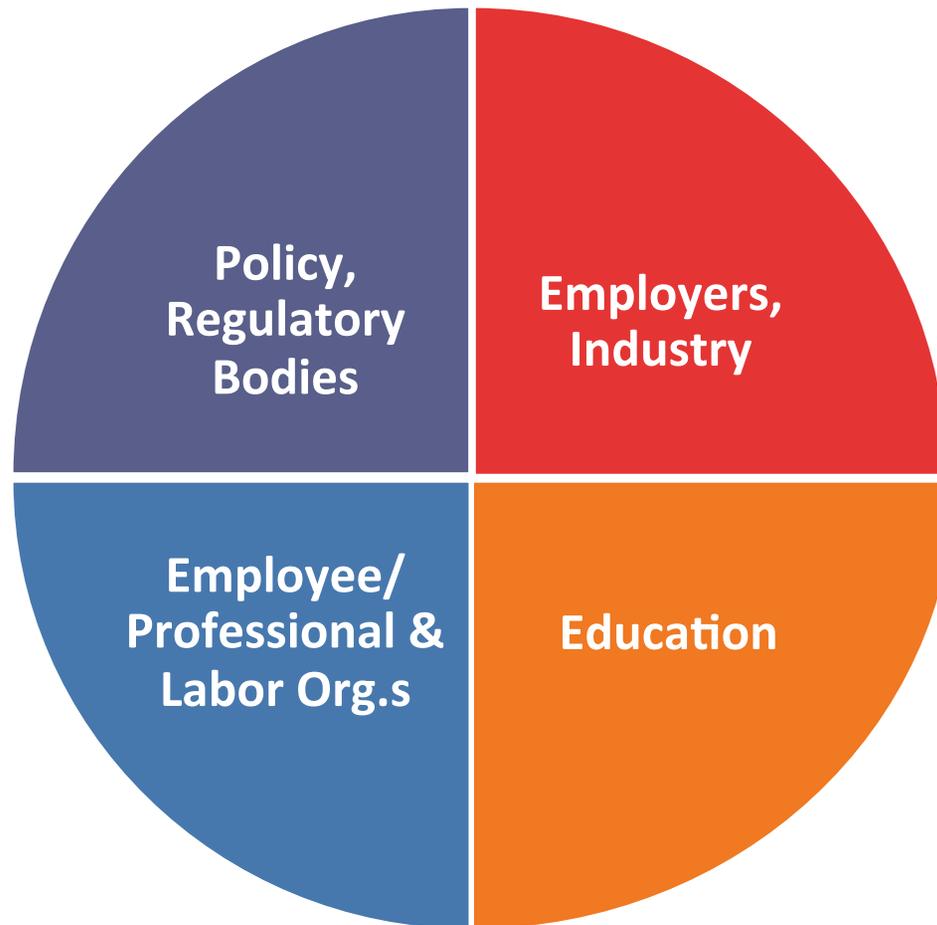
State funded scholarships and loan repayment

Medicaid reimbursement policies and regulation of private insurance

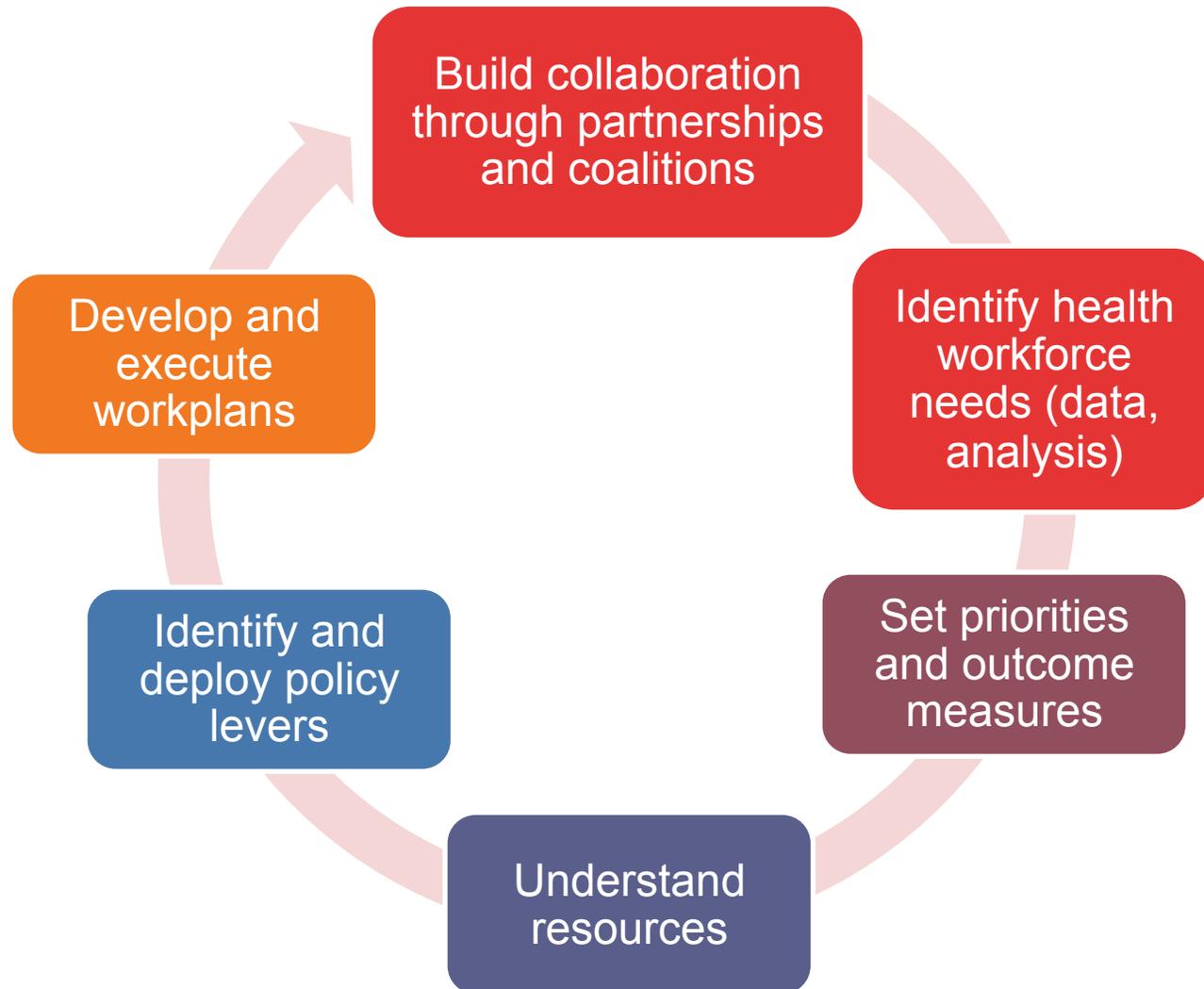
Good planning data (Identify gaps, areas of greatest needs)

Research and evaluation (to identify what works)

Health Workforce Planning: Key Players



State Health Workforce Planning: Steps





State Models

Health workforce planning



Example States

Collaborative planning models and/or strong data systems to support health workforce planning

- Washington
- Nevada
- New Mexico
- New York
- Nebraska
- South Carolina
- North Carolina



Washington Health Workforce Council

- Created as a Task Force of the State Workforce Investment Board
- Council members represent business, labor, education, and government
 - Higher Education (4 year, community college), Dept of Health, Legislators, SEIU, Hospital Association, Rural Health Association, etc.
- Creates/updates annual plan with actions for the Legislature, Governor, state and local agencies, educators, labor, healthcare industry employers, and workers to resolve health workforce issues
- State statute (2003) requires that the Council report its progress annually to the Governor and Legislature.



Nevada Health Care Sector Council

- Created with six other sector councils in 2010 through legislation
- 25 volunteer members
 - Higher Education, Board of Nursing, Legislators, Hospital Association, etc.
- Reports to the Governor's Workforce Investment Board
- Administrative support provided by the Department of Employment, Training and Rehabilitation, with some funding from private grants



New Mexico Health Workforce Committee

- Created through legislation (2012) that also created the Center for Health Workforce Analysis
- Membership determined by the legislation
 - 32 total
 - Consumers, providers, training institutions, professional associations, department of health, etc.
 - Members appointed by the Chancellor of the Health Sciences Center
 - No legislators
- Housed within the University of New Mexico's Health Sciences Center, reports to the legislature and the governor
- Staffed by the University of New Mexico, annual budget requests ~ \$300,000-\$400,000 to state
- Short term and 5-year plans

<http://www.nmlegis.gov/lcs/handouts/LHHS%20070113%20Item%2012%20NM%20Center%20for%20Health%20Workforce%20Analysis.pdf>

New York Center for Health Workforce Studies

- Academic health workforce research center
 - Key partners/funders
 - State (Health, State University of New York, Education, Labor)
 - Provider associations
 - Health labor unions
- Primarily responsible for monitoring New York's health workforce
- Assists with the analysis of areas/populations qualifying for shortage designation
 - <http://chws.albany.edu/>
- Similar model: WWAMI Center for Health Workforce Studies
 - <http://depts.washington.edu/uwchws/>



Nebraska Health Professions Tracking Service

- Operating since 1995
- Key partners/funders include
 - The University of Nebraska Medical Center (UNMC)
 - Center for Health Policy
 - College of Public Health
 - Nebraska Health and Human Services (PCO, ORH)
- Health workforce monitoring – annual surveys of physicians, dentists, NPs, PAs, pharmacists, OTs, PTs, behavioral health professions, et al
- Produce annual directory and reports

<http://www.unmc.edu/publichealth/hpts/index.html>



South Carolina

Office for Healthcare Workforce Planning

- Seed funding provided by the Duke Endowment
- Collaborative partnership between
 - South Carolina Area Health Education Center
 - The University of South Carolina College of Nursing
 - South Carolina Office of Research and Statistics
- Monitors the state's health workforce
- South Carolina Health Professions Data Book
 - <http://officeforhealthcareworkforce.org/index.php>



North Carolina

Data and Collaborative Planning

- Widely recognized leader in state workforce data collection and analysis – excellent longitudinal supply data system
 - Health Professions Tracking System
 - <http://www.shepscenter.unc.edu/hp/presentations.htm>
- State has long history of collaborative workforce planning:
 - Strong AHECs and Office of Rural Health
 - Strong public community college and university system
 - History of collaboration and trust



Contact Information

Sue Skillman

Deputy Director

University of Washington

Center for Health Workforce Studies

skillman@uw.edu

